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SUBJECT: How a major flaw in the intelligence business (its lack of a serious systematic literature) might be corrected.

1. Intelligence work in the US has become an important professional discipline.
2. It has developed theory, doctrine, a vocabulary, and a multitude of techniques.
3. Unlike most other important professional disciplines, it has not developed a literature worthy of the name.
4. Without a literature intelligence has little or no formal institutional memory. What institutional memory it does possess exists in (a) fragments of thousands of memoranda primarily devoted to discreet intelligence operations, not to the theory and practice of the calling, and in (b) the living memories of people engaged in intelligence work.

historical
literature

What kind of a way is this to run a railroad? Where would the sciences and social sciences be, if their students had not systematically contributed to their literatures.

A literature is the best guarantee that the findings of a discipline will be cumulative.

A disaster to our unlettered intelligence service such as occurred with the budgetary cut-backs of 1956-7, or as might occur with an A-bomb on Washington could put US intelligence back to the stone age where it so long dwelled.

5. How do you produce a literature?

Some answers.

- a. You pay for it. That is, you offer a livelihood to the man who wants to write a book or an article during the time he requires to do the job.
- b. You make sure that the man who wants to write a book or article has something to say and a reasonable command of the art of verbal expression.
- c. You subsidize his publications. That is, you print at your own expense what your critics and editors think will advance the discipline.

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d. You circulate his publications and encourage comment thereon. You may wish to publish the best written comment.

6. How would I go about the above?

Some answers:

a. I would establish on a modest scale an "Institute for Advanced Study of Intelligence".

b. I would have a Board of Admissions who would both (1) pass on the suitability of applicants and (2) actually invite likely candidates who did not apply.

c. I would have no one eligible for admission who had not had a substantial and varied experience in intelligence work and who was not capable of systematic thoughtful research, analysis, and writing. Further I would accept no one who did not have a well thought out project.

d. The project would have to be in the field of intelligence work, overt and clandestine; not in the substantive findings of intelligence. Appropriate sample projects might be:

- (1) Strengths and weaknesses of intelligence dissemination techniques.
- (2) An examination of the "third agency" role.
- (3) The theory of indicators.
- (4) The intelligence service of country X.

Inadmissible projects would be:

- (1) The Red Army
- (2) The Trieste situation
- (3) Outlook in Liberia, etc.

e. I would have no faculty as such. I would have a director who would arrange for occasional meetings with outsiders and who would see to it that the students spent a few hours per week together in seminars at which the students would present papers and discuss them.

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- f. The greatest part of the students' time would be his own to pursue his project through any means whatever with a view to publishing something at the end of his fellowship.
- g. I would establish a journal - probably a quarterly - which would be devoted to intelligence theory and doctrine, and the techniques of the discipline. I would have an editor who fully understood the limits of his mandate. The journal could be Top Secret; its component articles could be of any classification or unclassified. The editor would provide for the separate publication of "reprints" for separate circulation where appropriate.
- h. Along with the journal I would establish an "Intelligence Series" for longer works.

7. Some dimensions.

- a. As a starter I would have no more than 10 or 12 students.
- b. They would receive their regular in-grade pay if they came from the government; they would receive appropriate compensation if drawn in from the outside. All would, of course, be fully cleared.
- c. They would be expected to be "in residence" at least 90 percent of the time; that is, at work in study or common rooms on the school premises.
- d. Although my major interest is in positive intelligence, I would always aim to have a few security intelligence students abroad.
- e. The duration of the fellowships would normally be one year. If I found a Mahan of intelligence I would keep him as long as he would stay.

There are hundreds of details beyond this rough outline. If the ideas were accepted, they could be easily worked out.

What my school must never be is an intelligence equivalent of the higher service schools. If you feel the need of a nodal study institute for Advanced Study at Princeton - the Einstein school.

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